



## HOME NEWS

## Mr Prior moves towards offering unions some involvement in economic affairs under Tory rule

By Christopher Thomas

Labour Reporter

Mr James Prior, Conservative spokesman on employment, yesterday raised serious doubts about the likelihood of maintaining the 12-month rule between principal pay settlements or of keeping to the Chancellor's pay ceiling of 10 per cent.

With only six days before phase two ends, or begins to end, Mr Prior moved a little closer towards offering the unions some involvement in the economic affairs of state under a Tory government. But his main remarks concentrated on criticizing the "virtually meaningless" White Paper on economic policy. He said that it was impossible to interpret and full of loopholes.

The 12-month rule, the last effective means the TUC and the Government have in curbing pay aspirations would not apply to settlements in the coming year. In other words, you can have two, three or four settlements, as many as you like, during the next 12 months.

Mr Prior also gave a warning against bogus self-financing productivity deals. Who would say you were lying, he asked.

Neither the 12-month rule nor the White Paper's "well within single figures" pay limit were really enforceable. Only with difficulties could it be distinguished from a return to free collective bargaining.

He added: "There must be widespread fears that we are about to embark once more along the familiar path of untenable incomes controls being followed by a wages explosion which leads in turn to fearful

inflation, higher unemployment and another round of pay policy."

The only difference this time was that we would be starting with 17 per cent inflation and 1.5 million out of work.

Mr Prior said that the employers, unions and the Government should each year study an independent report covering pay, prices, tax, savings, investment, public spending and employment. On that attitudes could be formed on implications for the Budget, cash ceilings, pay inflation and employment.

But he made clear that no party would be committed. Only good could come of sitting down and seeing what ambitions fitted in with the national economy and the ambitions of other groups.

The TUC General Council will meet on Wednesday to consider the latest position, but it is difficult to see what more it can do other than re-emphasize the need for keeping to the 12-month rule.

The first challenge will come from the leaders of about a million workers who have said they intend to seek fresh increases after July 31.

The immediate success of the TUC's efforts to ease the transition from restraint to freedom rests with local leaders rather than those at national levels. The miners will be seeking their £135 a week for face workers from November. With some notable exceptions, the TUC leaders are trying to maintain the 12-month rule.

Groups that want to break it include train drivers, British

Airways engineering workers, Post Office engineers, electricity supply national workers, ICI employees, white-collar gas workers, national newspaper journalists, Pilkington glass workers, Chrysler manual workers, some English clearing bank staff, dockers in London, Southampton and Liverpool, and Lucas component workers.

Some of those groups are postponing phase two deals. But in the eyes of the TUC that still breaks the spirit of the 12-month rule.

Mr Healey's figure of 10 per cent maximum increases has found little favour, if any, among the unions. But figures like the 63 per cent mooted by the National Union of Railmen (NUR) are generally being rejected. NUR leaders do not seriously expect to get that amount at once.

The Government's main weapon to persuade firms to resist big pay claims is the price code. Mr Healey has made it clear that firms will suffer penalties if they fail to observe the 12-month rule.

The difficulty of productivity deals is ensuring that they are genuine. The engineering industry, in particular, which traditionally negotiates at shop floor level rather than nationally, will be almost impossible to oversee.

The Engineering Employers' Federation is recommending observance of the 12-month principle. Mr Jack Jones is also telling local negotiators of the Transport and General Workers' Union that the rule should stand, despite a call by the union's conference for an immediate return to free bargaining.

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Cycling for all: Contestants in a bicycle race in Hyde Park, London, held yesterday as part of a two-day programme of "Sport for All" organized by the Sports Council as its contribution to the jubilee year. The emphasis was on encouraging spectators to try for themselves activities that included rowing and canoeing, yoga, croquet and free-fall par-

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## WEST EUROPE

## Appeal for sacrifices as Spain faces stringent austerity

From Harry Debelius

Madrid, July 24

The Government coupled the most stringent austerity plan ever devised in modern Spain with an appeal today "for all Spaniards to make an important collective sacrifice".

The "emergency economic plan", which was unveiled in Madrid early this morning after a 12-hour Cabinet meeting, is intended to restore the country's economic health within two years. It imposes such measures as a ceiling on wage increases, changes in income tax and a special tax on the total assets of everyone who owns more than a relatively small amount of property.

The most immediate effect which Spaniards and foreign holidaymakers will notice, although not the most significant by any means, will be an increase in the price of petrol, which may take effect as early as tomorrow. The price of a gallon of 95 octane fuel will rise from 96p to £1.14. Other grades of petrol will go up proportionately.

To compress the wage-price spiral, the emergency plan includes such steps as limiting wage increases in most cases to a maximum of 5.5 per cent in the first year. In a move intended to achieve a more equitable distribution of income, such increases must be granted in equal amounts to all employees of a firm. Increases based on a percentage of salary, which result in more money for those who are paid better, will be prohibited.

"Extraordinary", and presumably temporary, measures outlined in the plan include higher luxury taxes, a 5 per cent surtax (in addition to normal income tax) on incomes of more than about £14,000 a year and a "patrimony tax" on all real estate and other possessions.

The latter will be scaled so as to exclude most people. For example, a couple with two dependent children will not be liable to pay this tax unless their own total assets worth more than £41,000.

Draft laws embodying the new fiscal measures will be submitted to Parliament for debate before the end of September. Other parts of the pro-

gramme, such as a proposal designed to halt land speculation, will be submitted to Parliament before the end of November.

The programme also includes such steps as raising the basic interest rate of the Bank of Spain by one point to 8 per cent, and the launching of a special bond issue of 20,000 pesetas (£136m) to help to finance the public debt.

Restrictions on other interest rates will be lifted progressively, and controls on banking operations will be eased considerably in an effort to stimulate investment.

The programme calls for a reduction in unemployment through such measures as tax incentives for companies increasing their labour force and the creation of jobs by increasing Government-subsidised construction of low-cost housing.

In order to make the tax reform proposals work, the programme calls for legislation which will provide severe punishment for tax offenders. The Government will be authorised to examine private bank accounts, eliminate dummy companies set up for tax avoidance purposes and declare a moratorium in order to give delinquent taxpayers a chance to settle their accounts without penalty provided they do so before a certain date.

The plan, which was already running into stiff resistance from some bankers and big businessmen when it was in the draft stage, is the work of an economic team headed by Professor Enrique Fuentes Quintana, the deputy Prime Minister and a non-partisan expert whom Señor Adolfo Suárez, the Prime Minister, called into the Government this month to pluck the building accelerators, or "stone-smashers".

Now the French have shifted ground yet again and are apparently in the process of conceiving the validity of the entire scheme as presently conceived. In an approach to the Germans last week, the French are reported to have proposed bilateral co-operation on a wholly new project based on a technically more advanced version of the principles used in JET.

The French move, which has yet to be officially confirmed, cannot be dismissed simply as a political manoeuvre. The JET project is now more than 18 months behind schedule, and Herr Guido Brunner, the EEC Commissioner responsible for scientific research, has said that the design concept on which it is based could become outdated by new developments in fusion technology.

At the same time, the French have clearly been angered by the British refusal to consider any site except Culham and particularly by Mr Callaghan's suggestion that Britain might decide to pursue the JET project in collaboration with non-EEC countries. This could have prompted the French overtures to the Germans.

The change came after the restoration of the monarchy, and more particularly after King Juan Carlos appointed Señor Adolfo Suárez last summer to replace the neo-Francoist Prime Minister, Señor Carlos Sa Carneiro. —Agence France-Presse.

## End of censorship hits sale of political weeklies

Madrid, July 24.—The end of censorship has not been an unmixed blessing for political weeklies in Spain.

Weekly magazines flourished to an extraordinary extent during General Franco's final years and during the months after his death in November, 1975. Now the brief golden age seems to be ending, and politically-oriented weeklies are losing their readers, advertising and income.

For Spaniards, it is no longer a titillating novelty to read freely expressed opinions. This month one weekly an-

ounced that it was ceasing publication and another laid off its editorial staff.

During the last phase of the Franco dictatorship the political weeklies became for the public a sort of symbol of resistance".

The change came after the restoration of the monarchy, and more particularly after King Juan Carlos appointed Señor Adolfo Suárez last summer to replace the neo-Francoist Prime Minister, Señor Carlos Sa Carneiro. —Agence France-Presse.

## Threat of third murder if man is not freed

Bona, July 24.—A man alleged to have murdered two nurses to try to force the release of a jailed friend, said today he would kill again if his demands were not met by this evening.

The deadline passed with no indication that the jailed man, Otto Bertel, aged 37, had been freed. He was jailed for life in 1972 for killing a prison warden and has been held near Wuppertal.

Police said a man who described the murders of the two nurses telephoned a journalist to make the threat.

Wuppertal police are looking for Herr Rainer Sturm, aged 26, who is alleged to have killed the nurses, aged 27 and 23, there last Tuesday. One woman was beheaded and the other stabbed and strangled. —Reuter.

## Andreotti message to Washington

From Peter Nichols

Rome, July 24

Signor Andreotti leaves tomorrow on a visit to Washington as Prime Minister of a country vital to the Atlantic alliance, which from last week has Communists formally involved in government, although not part of it. He will be in America until Thursday.

A cabinet meeting, completed yesterday after more than 18 hours, was devoted largely to the preparation of decrees defining the relationship between the central Government and the regions.

This step in institutional development has resulted in a fresh outbreak of controversy within the Prime Minister's Christian Democratic Party. Some of his followers feel that the regional arrangements and the agreement with the Communists on the Government's programme have involved too great an acceptance of Communist requirements.

The more conservative elements in the governing party are also unhappy at the read-Democratic leadership's position to postpone local government elections due in November. Postponement is thought to help the Communists who have difficulties with their rank and file, so far largely unconvinced

## Confusion grows over choice of JET site

From Michael Hornby

Brussels, July 24

The latest in a series of bewildering changes of tack by France has introduced a new and complicating factor in the dispute over the siting of the Joint European Torus (JET), the EEC's ambitious thermonuclear fusion project. Foreign ministers are to make a final attempt to break the deadlock in Brussels on Tues-

day.

At one time, the French were lobbying as hard for JET to go to Cadarache, in the Midi, as the British and the West Germans were pressing the claims of Culham, near Oxford, and Garching, near Munich, which have since come to be regarded as the only two sites realistically in contention.

While still formally backing their own site, the French sub-

sequently swung their weight behind Culham, apparently on the understanding that they would be entrusted with other nuclear research work in compensation for not getting JET.

This appeared to have given Culham a clear lead over its German rival.

Last March, however, the Anglo-French deal came un-

stuck. Worse still, from Brit-

ain's point of view, suspicions of Anglo-French collusion, coupled with irritation at the behaviour of British ministers in other fields, caused the

British Prime Minister, Mr Ian Smith, to

"resolve" in a general election

on August 31.

His plan called for a

mandate to reach a

settlement with black nations

based over majority rule. He is

believed to be seeking an

accommodation with Bishop

Minister and the right-wing

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## SPORT

## Boycott is back from the land of self-imposed exile

By John Woodcock  
Cricket Correspondent

Geoffrey Boycott is back in the English side. In the Test Bridge on Thursday, in the third Test match against Australia, he will play his first game for England since he last played in his own accord, in June 1974. Boycott comes in for Amis, who has been dropped. Also in the 12 are Botham, in place of the injured Old, Hendrick, who replaces Botham, and Roopie, who comes in for Barlow.

After England's decisive victory in the second Test the selectors' inclusion was probably towards keeping a winning side. But an injury to Old's shoulder made the more difficult by falling twice against the Australians for Warwickshire last week. In the end change began change, so that Hendrick and Roopie got in at Old's expense. The former bowler in averages and Roopie is having his best season.

It may well have been Boycott who clinched it for Boycott, not because he has already been appointed captain for the third Test, but because he has shown to be the best side into the field. Had he felt that Boycott's return might have an unsettling effect in the dressing-room, he would, I am sure, have said so.

Boycott is rising 37. He has had his best season since he played for England last year. He looks as anything younger than he did then, and he is very fit. His county record remains wonderfully consistent. In 1975 his average was 73; in 1976 it was 67, and so far this season it is 69. He is over 60 runs against over 60. Although against genuine speed he has never been wholly convincing, his playing of all other types of bowling still entitles him to rank as England's best technician. In his first-class career he has made 97 centuries, which is an unusually high ratio.

Because his reasons for not playing for England when they needed him against Thomson and Lillee are not clear, he is not held. Holding and Roberts—seemed unsatisfactory. Boycott's return from exile will be to everyone's liking. I wrote at the start of this season that it might be better to leave him to play out his days with Yorkshire. Since then, however, he has been hampered. Is what Boycott did any worse than as had as what Greig has done, or Knott, or Underwood, or Amis? These four have been playing for England



Boycott : ringing in the old.

since announcing their intention to defect, so why leave out Boycott, who has not thrown in his lot with the Potters? The selectors are not the only ones who have been asking themselves, and yesterday, after much heart searching, they came up with their answer.

By playing again Boycott is subject to the same rules as everyone else. No one will be indifferent to his re-appearance. I hope he does well, and I believe he will. He can certainly do no worse than Australia for such a conspicuously effective player, is unbelievably bad (305 runs in 21 innings, including seven noughts and eight other scores of 11 or under). Boycott's record is that Thomson is without a like to beat him.

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## Shackleton takes five for 20 at Cheltenham

Julian Shackleton took five Surrey wickets for 20 as Gloucestershire gained a comfortable win in their John Player game at Cheltenham yesterday.

Among his victims was Graham Rooper, recalled by England after two years away to tour the West Indies before appeals in Shackleton's second over before losing his off stump to become the Gloucestershire bowler's fourth victim after making 18. At that point Shackleton's wickets had cost him 15.

With Surrey containing his home county to 165, for 7, they had looked in a strong position. But after Butcher was run out off the first ball, they quickly fell behind, taking only nine runs in eight overs as Shackleton struck with two wicket maidens.

On the Gloucestershire batsmen Stovold (55) and Zaheer (54) were among the runs as Arnold proved the pick of the Surrey bowlers with three for 31.

**Canterbury**  
Kent, slumping to 59 for six in 17 overs after being put in to bat, had to reach 42 to qualify for the total. Shepherd (44) and Johnson (20) added 49 off 17 overs, despite a rare five over spell of bowling from Boycott which cost only five runs.

Then Shepherd and Knott, who claimed two half-sizes in an unbroken 29, added 33 off six overs.

Yorkshire slumped to 31 for four off 15 overs with Boycott dismissed for 11. After Lumb (34) and Sidebottom (25) had added 50 off 15 overs, the total was 86. The last four for 21 runs in five overs. Jarvis caused Yorkshire plenty of problems at the start of the innings with three for 13 in his eight overs.

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**Birmingham**  
A third wicket partnership of 132 in 24 overs between Kalliecharan and Amis was the basis

## Greg Chappell denies doubts in Packer camp

Sydney, July 24.—The Australian cricket captain, Greg Chappell, quoted in a statement released here today, has denied that players who have signed for the Packer series are considering withdrawing.

He said: "I spoke to the organization which set up the series for Mr Packer. Chappell said recent reports suggesting some players had 'cold feet' about the series had prompted him to speak on the issue.

## Walker wrecks Leicestershire

LEICESTER: The Australians, with all their second innings wickets in hand, beat Leicestershire by 136 runs.

It was the Australians' day at Grace Road, where Max Walker took the heart out of the county's batting and the Australian opening bowlers put on their best stand of the tour.

Walker took six for 20 during the day to make his figures for the innings seven for 45, his second best return of the tour.

The only resistance came from the Rhodesian, Brian Dawson, and the West Indian, Vivian Richards, who put on 100 for the second wicket.

Barlow's unbroken 101 gave Middlesex a 14-run victory and left Northamptonshire still seeking their first Player League win of the season.

Middlesex recovered from the shock of losing their captain, Kalliecharan, to a shoulder injury, and after Butcher was run out off the first ball, they quickly fell behind, taking only nine runs in eight overs as Shackleton struck with two wicket maidens.

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**Gloucester**  
Graham Barlow, dropped from the England Test squad earlier, gave the selectors the best possible impression of his fitness for the tour.

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On the Gloucestershire batsmen Stovold (55) and Zaheer (54) were among the runs as Arnold proved the pick of the Surrey bowlers with three for 31 in his eight overs.

**Saturday's scores**  
COUNTY CHAMPIONSHIP: 1. A. Jones 61; 2. J. Lillee 50; 3. D. L. Amis 51; 4. G. Greig 51; 5. Hampshire 47; 6. N. Botham 47; 7. G. Hendrick 47; 8. G. Roopie 47; 9. G. Knott 47; 10. G. Underwood 47; 11. G. Barlow 47; 12. G. Roopie 47; 13. G. Hendrick 47; 14. G. Roopie 47; 15. G. Hendrick 47; 16. G. Roopie 47; 17. G. Hendrick 47; 18. G. Roopie 47; 19. G. Hendrick 47; 20. G. Roopie 47; 21. G. Hendrick 47; 22. G. Roopie 47; 23. G. Hendrick 47; 24. G. Roopie 47; 25. G. Hendrick 47; 26. G. Roopie 47; 27. G. Hendrick 47; 28. G. Roopie 47; 29. G. Hendrick 47; 30. G. Roopie 47; 31. G. Hendrick 47; 32. G. Roopie 47; 33. G. Hendrick 47; 34. G. Roopie 47; 35. G. Hendrick 47; 36. G. Roopie 47; 37. G. Hendrick 47; 38. G. Roopie 47; 39. G. Hendrick 47; 40. G. Roopie 47; 41. G. Hendrick 47; 42. G. Roopie 47; 43. G. Hendrick 47; 44. G. Roopie 47; 45. G. Hendrick 47; 46. G. Roopie 47; 47. G. Hendrick 47; 48. G. Roopie 47; 49. G. Hendrick 47; 50. G. Roopie 47; 51. G. Hendrick 47; 52. G. Roopie 47; 53. G. 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## to sound al rivals Walker Cup choice ould be an nglo-Scottish affair

Peter Ryde

Correspondent

the English golf  
ship should have been  
in neutral ground somewhere  
between Ashburton and Solihull.  
The English team, however, have  
said that it was the host's  
choice and that it had been  
arranged before the event and it had been  
a week at Walton Heath.

The name of Terry Shingler,  
Blackwell and John Mayell,  
Cope Heath, were not widely  
known to draw a big  
crowd to the English  
amateur team's  
home ground.

So at Birmingham there would  
have been a splendid inter-club  
friendly competition in the  
true spirit of the game.

But the English team  
had lost two holes in a row  
and became only a matter of time.

Three teams are being an-  
nounced this week. The England  
team to play in the home inter-  
national matches consists of: P.  
McEvoy (Cop Heath), J. Davies  
(Hinckley), P. Deebie (Lyle  
Murray), M. Kelly (Scarborough  
North Chif), P. Hedges (Langley  
Park), P. Downes (Coventry), G.  
Goodwin (Thorndon Park), J. Ingle  
(Walsall), P. T. Shingler (Blackwell),  
R. Reserves (Hestford) and J. Mayell  
(Cope Heath).

The youths team comes next  
on Wednesday the Walker Cup  
team. The decision to delay the  
announcements against the United States  
is probably as much to the desire to  
keep the competitive spirit going  
at late as possible before the  
match as for any doubts about  
the English team's

championships only confirmed  
that the selectors already in-

cluded. Only those two countries  
could possibly be concerned this  
year. The nobility could be sur-  
prised if the decided split in  
team of 10 equally between the  
two countries in this fashion: A.  
Brodie, J. C. Davies, P. Deebie,  
A. W. Lyle, S. Martin, P.  
McEvoy, J. Mayell, P. McEvoy and G.  
Murray.

## rodie acknowledges debt e owes to his brother

Lewine Mai

received from Michael Bonallack  
during the Golf Illustrated  
Sports awards to give the ball  
more of a tap.

A good all-round games player  
who for long preferred tennis to  
golf, Brodie twice broke his left  
ankle playing tennis and it is  
only recently that he has  
been able to get back to the  
game.

Brodie, 21, has almost devoted all  
of his time to golf and tennis.

He has won the short first  
and-pure birdie which put him at  
the thirty-fourth on the way to a  
and-pure birdie which put him at  
the 18th.

Likewise, he was quick to acknowledge  
just how much his older  
brother, Andrew, had contributed  
to his success. Now, he had  
also borne the brunt of the work  
in the family's engineering  
business.

Though he missed this chance of  
becoming the first man to hold the  
Scotish stroke and matchplay  
championships in one year,  
McKellar still has an enviable  
record for one who is not yet 21.

With a more modest  
record, he had the more to do—but  
time he missed to leave  
with a 20ft putt for the  
18th.

His two shots which, he felt,  
had cost him dear at Troon were  
his second to the twenty-eighth,  
where he under-chipped to be  
brought back to one up, and the  
third he shot and chip he caught  
too heavy at the short thirty-

second.

Next year it is the turn of the  
British Amateur championship to  
come to Troon. If the Scotish  
team can reproduce anything like  
the form and method shown  
over the last four weeks, they  
must have an excellent chance of regaining  
the trophy which Reid Jack  
last won for Scotland in 1957.

## ormer professional takes Welsh amateur title

of her place

Stevens, a 27-year-old  
professional from Llan-  
der, won the Welsh amateur  
championship at Southern-  
most yesterday with a three and  
a half-hole final victory over  
Povall.

He was never behind and  
began to finish his hole by  
from the tee and halfway. For  
the time he putted well  
and, having done so, rolled  
ball into the middle of the  
green in the middle of the  
no-round.

Stevens has been trying for  
a part of a decade to win this.

He won the Welsh stroke  
championship in 1965 before  
in professional and spending  
years in amateur status in  
rank. He is probably the  
most consistent golfer in

is today but still had to go  
an extra hole in two of his  
holes to play.

His new champion looks un-  
nervously settled standing over a  
and his slightly crouched  
arises from advice he

last won for Scotland in 1957.

He shooting

urstspoint  
ot wins  
Queen's Prize

on Rifle

Friend, of Hurs-  
tspoint Rifle Club, won the Queen's

at Bisley on Saturday by one

The runner-up was B. Wray

virtue of his scoring 59 at

yards. Lieutenant-Colonel J. F. D. Winton scored

100, was second with one

and his son J. F. C.

was seven with one

and a very good shot.

Years ago he won the grand  
final and once previously he

fourth in the Queen's Prize

as Hurs-  
tspoint College

shooter for the veterans

the evening of the Ashburton

West German (Cornelia

Brigitte Oertel, Karin

and Ute Kirches) won four

successive years, and later

6-8-8 looked like a West

Germany might stage a 'dramatic'

comeback.

But the Russians' experience

and coolness under pressure

showed in the last bout, which

Nikolova won against Kirches

5-2.

TEAM RACES Final:

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## SPORT

Rugby Union

## Powerful display by the Lions lifts hopes for international

Auckland, July 24.—The British Lions rugby team, in an outstanding display, crushed the Auckland national side 34-15 here yesterday. The big Lions' pack gained total control of the game and were dominant. The Auckland scrum-half to such an extent that in the final 17 minutes they were able to notch up four tries against the Lions' total of two.

The match was the Lions' most impressive win on tour to date and it signalled two warnings to the All Blacks before next Saturday's International at Dunedin. First was the immense power of the Lions' scrum-half and then that was the superb running and back-handing of the Lions' prop forwards, Graham Price and Fran Cotton, clearly outscrummaged their opposite numbers. Brad Johnson, and the right-hand, Steve Ward, who was forced to leave the field with a bruised rib 20 minutes into the second half.

The British backline produced the spectacular running which has been lacking from their earlier displays. The full back, Andy Irvine, supported magnificently and his use of the overlap was rewarded by two tries. Jim Williams, the wing, showing more flair and guile than at any other stage of the tour, bagged another try. The two backs, who went to the No. 8, Willis Duggan, and the captain, Phil Bennett, and the

The size of the Lions' victory would have been even greater had the score been 34-10. Doug Morgan, succeeded with a try, his conversion attempt to the wind in the second half. But he did manage a conversion in the first half and four penalties.

The Auckland team was eliminated through the action of the New Zealand provincial, but they were never able to get into the game.

The scintillating play of the Lions, particularly from the set pieces, heralded suggestions that the team were fast and fit in a fit mental state to face the remaining matches of the tour. There was one unpleasant incident when fighting broke out among the forward after the final whistle.

The referee, David Millar, abandoned the Auckland forwards and, thereafter, kept right rein on the game.

To Auckland, Ryan Williams scored a try and kicked a penalty. Watt kicked two penalties and Perry Parlane kicked a conversion.

AUCKLAND: C. Farrell; T. Morris; G. Williams; J. Williams; S. Parlane; M. Richards; B. Gommell; B. Johnstone; B. Hathaway; S. Watt (sub).



Cotton (above) and Price: outstanding members of an outstanding Lions' pack.

G. Dohnoh; B. Thorn; A. Haden; S. Ward; B. Johnson; J. Irvine; J. Williams; D. Burcher; S. Fenwick; G. Price; P. Cotton; F. Colton; D. Johnson; G. Morgan; W. Bennett; N. Neary; V. Duggan.

The Lions with no midweek game were now satisfied today for two days' relaxation. The team for the international will be announced on Tuesday.

The New Zealanders have already named their team. One

international arrived home today

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## What to do when disaster stares you in the face

Disasters come in two main categories: natural and man-made. Miss Muriel Skeet, who is 50 years old and chief nursing officer of the British Red Cross Society, has wide experience of both.

She has drawn heavily on this to write a 40-page *Manual for Disaster Relief Work*, designed to help train relief workers and for reference when disaster strikes.

In the past seven years Miss Skeet, who is also a consultant to the World Health Organization, has been involved in aid to the man-made disasters of Cambodia and Laos, and to the God-made disasters of Ethiopia and Niger (famine), the Philippines (earthquake), Sri Lanka and the Punjab (floods).

Her longest involvement was with the biggest of them all, in Bangladesh, where a series of natural disasters including floods, famine and disease was compounded by civil war.

What is a disaster? As a working definition, Miss Skeet suggests the following: "An occurrence of such magnitude as to create a situation in which the normal patterns of life within a community are suddenly disrupted, and people are plunged into helplessness and suffering, and as a result, may urgently require food, shelter, clothing, medical attention, protection, and other life-sustaining requirements".

Natural disasters include the meteorological: cyclones, hurricanes, tornados, prolonged cold or heat, and drought, often causing famine; the topographical: avalanches, landslides and floods; the telluric and tectonic: earthquakes and volcanic eruptions; and the biological: insect swarms (locusts), and epidemics of communicable diseases. It has been estimated, she says that there were 400 major natural disasters in the 10 years preceding 1974 in which 3.5 million people died, and more than 400 million were affected.

Among man-made disasters she includes riots, conventional, non-conventional and guerrilla warfare, refugees and such accidents as transportation calamities, collapses of buildings and dams, mine disasters and technological failures (nuclear leaks, chemical explosions, etc.).

But she admits that these categories are somewhat arbitrary. There are no accepted criteria for disasters, such as the number of dead, and an accident which might seem a disaster in Britain would be rated quite differently in Bangladesh.

Miss Skeet's main role has been to recruit disaster relief teams from the register of volunteers maintained by all disaster agencies, and then,

Roger Berthoud

## The social contract is still alive and well

Today, the liaison committee, made up of representatives of the General Council of the TUC, the NEC of the Labour Party and the Cabinet, meet to discuss a revision of the statement, *The Next Three Years*, which was endorsed at last year's Trades Union Congress and the annual conference of the Labour Party.

The *Next Three Years* was the updated version of the social contract which, despite Mrs Thatcher's Commons speech last Wednesday, is not dead. What is dead is an agreed phase three of a voluntary incomes policy. However, even that may not be quite extinct.

The economic committee of the TUC will be recommending to the general council that at the Trades Union Congress in September wage settlements should be made only on a 12-monthly basis. That is precisely what Denis Healey hoped and called for in his recent statement in the House of Commons.

Over the years, there has been a great deal of deliberate misunderstanding about the social contract. It has been interpreted purely as a wages policy but not too many people. Yet it was never enunciated as such, although a voluntary agreement on incomes was always an acceptable proposal.

The social contract was conceived during the Heath government, and was a response, firstly, to the divisions which had occurred between trade unions and the Labour Government during the years 1966-70, and secondly to

## Journalists must speak up before it is too late



Nora Beloff continues the debate on press freedom and the closed shop

The Royal Commission on the Press has done it again. In its interim report, published in March 1976, it referred to discussions then in progress for reconciling the print unions to the introduction of the new technology, which would radically reduce the costs of production and increase overall newspaper freedom of information. "We believe that the joint plan, now being worked out by the unions and the publishers can succeed." In its final report, by which time the unions had turned down the plan, the commission declared itself "saddened by the reckless disregard of the perils shown by chapters and workers."

"You see such horrific sights, and you do get emotionally involved. But you have to canalize that emotion. It does things to you, and when you get back you realize it."

It is also very hard physically. She cites as an example her spell in Ethiopia's famine-stricken Grawe desert in 1974, when it was 120 degrees F in the shade, and the flies were appalling. "I remember pouring out some Benylin syrup for a child, and before I could get the spoon to its mouth, it was back with flies."

Developing countries, especially those lying on the main lines of earthquakes and cyclones, are inevitably more conscious of the danger of disasters than industrialized countries, with the United States a possible exception.

Miss Skeet points out that where there are people, there are liable to be disasters, and east coast floods, Aberfan, Fliborough and IRA bombs have shown that the British cannot afford to be complacent.

Some local authorities in the United Kingdom organize disaster exercises involving the fire brigade, police, ambulances, hospitals, voluntary aid societies and sometimes the armed services. But they are under no obligation to do so.

It would be an enormous help, she believes, if everyone took advantage of such organizations as the Red Cross to learn first aid. How many people know what to do if they come across a pile-up on the motorway? A lot of lives are lost unnecessarily because people don't know how to stop bleeding or maintain air flow?" Someone flung unconscious from his car on to his back should be turned over, for example, or he may swallow his tongue and suffocate. Some schools teach these things. All should, she thinks.

Miss Skeet's book provides a mass of detailed instruction and advice under such headings as the surgical care of mass casualties, nursing severely injured patients, mass inoculation programmes, and dealing with the effects of bombs and gunshot wounds. It is above all a practical book, and neither the text nor the illustrations are suitable for the squeamish.

A *Manual for Disaster Relief Work* is published by Churchill Livingstone, £12.

Roger Berthoud

wish to discuss at length the proposals set out in the two statements concerning inflation, and in particular the policies for controlling prices."

In February 1973, the liaison committee issued its statement *Economic Policy and the Cost of Living*. It called for a control of food prices, and for a wide ranging and permanent system of price controls. It expressed an opinion on many issues, and with regard to incomes said: "Underpinning all of these policies, however, must be agreed policies on investment, employment and economic growth. And the social contract, when it was first conceived, was not about wages, but about living and with the best in the world, with prices and unemployment continuing to rise cannot be expected to happen."

The key sentence which followed said: "The attitude of the movement to how this should be brought about will be critically affected by the likely development of effective policies on prices and employment."

The revolt of the rank and file has been perfectly understandable. They have accepted standard reduction in their standard of living, and with the best in the world, with prices and unemployment continuing to rise cannot be expected to happen.

It was argued, was not to increase investment in manufacturing industry by the control and disposition of capital. The question of wage control, voluntary or otherwise, was not specifically raised. However, it became an issue after the election of the Labour Government in February 1974 and by September of that year the general council had laid before the Trades Union Congress a statement, "Industrial Bargaining and the Social Contract", containing eight recommendations on how bargaining should be conducted in Liverpool, Walton.

The committee will also

wish to discuss at length the council have agreed to wage restraint. The revolt has come from the membership.

During all the discussions on the social contract, the incomes side has only ever got support when it was related to holding down prices and lowering unemployment. Although the Government has largely kept its side of the contract, there has been widespread disappointment over the failure to hold rigid control over prices and keep unemployment down.

As I said earlier, the social contract when it was first conceived was not about wages, but about living and with the best in the world, with prices and salaries in Britain have not increased faster than the average for industrial countries. What has increased faster is the wage costs a unit of output—their maintainers, the situation has immense possibilities.

Therefore, although Mrs

Thatcher may feel happy at what has occurred, she ought not to be, because what will now happen, providing a flexible approach is adopted, is that erstwhile Labour voters will return to Labour's fold in increasing numbers.

The new, updated social contract, without too much emphasis on workers' incomes will be much more appealing. I think the corner has now been turned, and as so often happens in life, quite unexpectedly and in a different way to that anticipated. The author is Labour MP for Liverpool, Walton.

At all stages, the general

## Lord Chalfont

## Ned dimensions of nuclear madness

You cannot play the animal in you with impunity. We may be wholly animal; we become good and evil without losing our humanity. All weapons kill. What is death without losing your humanity? The last thing that is wrong with it is after it has been called "neutron bomb" so effective in blurring the distinction between nuclear and conventional weapons. It is sheer madness for many of us who have studied this subject for years difficult to support the theory of a "technical" nuclear weapon. Politicians have been at it for many times, I have argued myself, affecting the survival of the world, in the name of peace, in the interest of the public.

The first thing that is wrong with it is after it has been called "neutron bomb" so effective in blurring the distinction between nuclear and conventional weapons. It is sheer madness for many of us who have studied this subject for years difficult to support the theory of a "technical" nuclear weapon.

I have argued myself, in the name of peace, in the interest of the public, that the only real distinction between the two is one which we ignore.

Called leaders would have been restrained, if necessary with the most terrible idea of what would be the result. The last thing that is wrong with it is after it has been called "neutron bomb" so effective in blurring the distinction between nuclear and conventional weapons. It is sheer madness for many of us who have studied this subject for years difficult to support the theory of a "technical" nuclear weapon.

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## LEAPMAN IN LONDON

I fear I am pulling out of Britain at a time of collapse. I am not referring to the total economic collapse which has been imminent ever since my return from my last spell in New York in 1972, and which will be more imminent still when I come back again. I mean a collapse in standards.

This might strike you as odd. British teams have not done well at sport for years, and when we lost after all just won a Test match at cricket and reached the final of the European Cup at athletics? Standards of performance in sport seem, therefore, to be improving. If anything, what is in sad decline is the moral climate in which these standards are achieved.

To have England's cricket captain and football manager selling out to foreigners is bad enough. I am sure, though, that fans are more horrified by Tommy Docherty's relationship with the wife of his football team's physiotherapist; and most horrified of all by the outbreak of venereal disease in our racehorses.

The report on our front page a couple of weeks ago was the first that I had seen which fearlessly named the equine scourge.

The equine epidemic has been the subject of speculation on the sports pages for some time, but since sports writers are people of sensibility they have not been able to bring themselves to define it.

I cannot say I am surprised at the revelation, for it had long seemed to me that our bloodstock is forced to maintain a way of life stained by grave moral turpitude. A reasonably successful and well-bred male horse will, when put to stud, have fleeting affairs with dozens of mares, many of whom he will be meeting for the first time, and some who might be quite close relatives. And a racetrack showing the names of the parents of runners at a meeting is a sordid chronicle of promiscuity.

The most successful make a lucrative career of it, compete with perks like extensive foreign travel. The Minister, this year's Derby winner, will next season commute between

Irland and Australia for the purpose of furthering his career.

The powers that be, in countries with dictatorial regimes of the left or the right and such practices commonplace.

Greig is out of favour with the cricketing establishment because of his involvement with Kerry Packer's enterprise. He was made a "derogatory" public pronouncement detrimental to cricket. Worse, he did so "without having obtained the proper consent".

It happened that Greig's view of the wicket was wrong. It played well enough for the duration of the match. But if I had to cough up £500 for every wrong prediction I had made in public, or for any derogatory pronouncement detrimental to the press in general or *The Times* in particular, I should be heavily in debt.

It is important to infringe on Greig's liberty to prevent his views being the game at which

TCCB's ironclad. Say they were to recruit about half the 17 county sides, they could mount an alternative county championship, attracting its own sponsorship.

The existence of two cricket leagues would introduce an element of competition in the promotion of the game which could result in better pay and conditions for all players. When the initial bitterness had passed, they could play representative matches against each other and stage a grand final between the champion teams of the two leagues.

Such a system works well in the United States, where baseball teams belong to either the American or the National League, with the former being the more successful. The chances of winning a grand final are good. The result is a high degree of professionalism in the playing and the promotion of the sport. Nobody is prevented from making derogatory or detrimental remarks indeed it seems at times as though they do little else. It may be unseemly, but it is fun.

By the time you read this I ought to be halfway across the Atlantic in the QE2.

This, then, is the final answer to the hundreds of questions raised by the editorship of the *Times*. When our side is in the best of diplomatic form, it is a match in previous years.

Unsurprisingly, though, we lost quite convincingly. And so it was, not the good old shaming of "one side" and "the other" which kills with a single blow, but the selectivity of "one side" with its wife.

The writer, here, is not the good old shaming of "one side" and "the other" which kills with a single blow, but the selectivity of "one side" with its wife.

The writer, here, is not the good

## ESTS FOR DR OWEN'S NEW PLAN

the "specific" proposals" Dr Owen is bringing back his talks with Mr Vance. President Carter is to make a "useful contribution" when they are completed next month, they must satisfy some criteria. Parliament will expect a general report, there has been little progress in negotiations since Dr Kissinger's intervention and Mr Smith has totally repudiated what has worked out since Dr Owen met Africa himself.

In Washington Dr Owen mentioned one specific proposal that is hardly new: an election adult franchise—one man, one vote—to bring in majority rule.

At this moment Mr Smith is

king to convince the white

Rhodesians only that a substantial extension of a purely

white franchise must be

accepted as a concession to

the guerrillas in

the case of

strategic or

and Rhodesia

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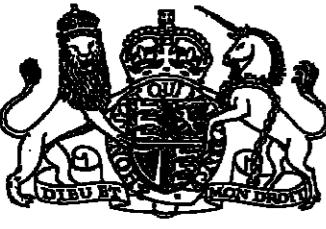
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the world



## COURT CIRCULAR

BUCKINGHAM PALACE  
July 23: The Prince of Wales was formally installed as Chancellor of the University of Wales at Aberystwyth this morning. The Duke of Edinburgh was present.

The Prince of Wales later received an Honorary Degree and conferred University of Wales Honorary Degrees.

This afternoon The Prince of Wales captained the Royal Navy against the Army in the Polo Match for the Rundle Cup at Tedworth Garrison Polo Ground.

The Duke of Edinburgh was present.

Their Royal Highnesses later attended a Reception at the Officers' Mess, 3rd Royal Tank Regiment, Blandford Barracks, Dorset.

July 24: The Prince of Wales this morning travelled in an aircraft of The Queen's Flight to Stoke Mandeville Sports Stadium and opened the Jubilee International Stoke Mandeville Games.

KENSINGTON PALACE  
July 23: The Princess Margaret, Countess of Snowdon, was present at the Reception at Kilkenny Castle on behalf of the National Society for the Prevention of Cruelty to Children, of which Her Royal Highness is President. Mrs Jocelyn Stevens was in attendance.

YORK HOUSE  
July 24: The Duke of Kent, accompanied by General of the Fleet the Earl Mountbatten of Burma this afternoon attended the Silver Jubilee Celebrations at Carisbrooke Castle, Isle of Wight, and, as President of the Royal National Life-boat Institution, subsequently named the new life-boat.

His Royal Highness and Admiral of the Fleet the Earl Mountbatten of Burma travelled in an aircraft of The Queen's Flight and Lieutenant-Commander Richard Buckley, RN, was in attendance.

THATCHED HOUSE LODGE  
July 24: Princess Alexandra and the Hon Angus Ogilvy were present this afternoon at the Jubilee of Sport for All Spectacular, arranged by the Sports Council and the London Celebrations Committee for The Queen's Silver Jubilee, in Hyde Park.

Miss Mona Mitchell was in attendance.

Lord Nicholas Windsor is seven today.

## Lord Noel-Baker

The life barony conferred on Mr Philip John Noel-Baker has been gazetted by the name, style and title of Baron Noel-Baker, of the city of Derby.

## Christening

The infant daughter of Mr Humphreys and the Hon Mrs Humphreys was christened Catherine Sybilla by the Rev R. H. H. St. John, St Saviour's Church, Fulham, on Saturday. The parents are Major P. Poncia, Mr T. Maskell M. J. Grimston, Ann Marchioness of Queensberry, Mrs H. Davies, Miss F. Bristol and Miss G. Grimston.

## Today's engagements

The Duke of Gloucester visits 1st Battalion, the Gloucestershire Regiment, Lydd, 3rd and Infantry Junior Leaders Regiment, Shoreham, 10.30. Brighton Antiques Fair, Corn Exchange, 11.30. Royal Jubilee Trophy cycle race, 500 miles from London to Harrogate, send-off, Elstree, 10.30. "Art into Landscape", exhibition of prize-winning schemes for development of public spaces as places of leisure, Serpentine Gallery, Kensington Gardens, 10.30. "London on the Thames" art exhibition, Fine Rooms, Somerset House, 10.30.

## Birthdays today

Lord Amulree, 77; Mrs F. (Vivienne) Entwistle, 90; General Sir Richard Gale, 81; the Rev Derek Harbord, 75; Professor Sir Ian McMichael, 73; Dr Basil Wynn, 80; the Marquess of Willington, 78.

## £50,000 winner

The weekly £50,000 Premium Savings Bond prize, announced on Saturday, was won by number 587 75478. The winner lives in Epsom.

The £5,000 winners are:

587 4292	587 113632
587 127209	587 113633
587 45164	587 622320
587 227650	587 622321
587 204985	587 622322
587 204986	587 622323
587 204987	587 622324
587 204988	587 622325
587 204989	587 622326
587 204990	587 622327
587 204991	587 622328
587 204992	587 622329
587 204993	587 622330
587 204994	587 622331
587 204995	587 622332
587 204996	587 622333
587 204997	587 622334
587 204998	587 622335
587 204999	587 622336
587 205000	587 622337
587 205001	587 622338
587 205002	587 622339
587 205003	587 622340
587 205004	587 622341
587 205005	587 622342
587 205006	587 622343
587 205007	587 622344
587 205008	587 622345
587 205009	587 622346
587 205010	587 622347
587 205011	587 622348
587 205012	587 622349
587 205013	587 622350
587 205014	587 622351
587 205015	587 622352
587 205016	587 622353
587 205017	587 622354
587 205018	587 622355
587 205019	587 622356
587 205020	587 622357
587 205021	587 622358
587 205022	587 622359
587 205023	587 622360
587 205024	587 622361
587 205025	587 622362
587 205026	587 622363
587 205027	587 622364
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587 205029	587 622366
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587 205031	587 622368
587 205032	587 622369
587 205033	587 622370
587 205034	587 622371
587 205035	587 622372
587 205036	587 622373
587 205037	587 622374
587 205038	587 622375
587 205039	587 622376
587 205040	587 622377
587 205041	587 622378
587 205042	587 622379
587 205043	587 622380
587 205044	587 622381
587 205045	587 622382
587 205046	587 622383
587 205047	587 622384
587 205048	587 622385
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587 205067	587 622304
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587 205141	587 622378
587 205142	587 622379
587 205143	587 622380
587 205144	587 622381
587 205145	587 622382
587 205146	587 622383
587 205147	587 622384
587 205148	587 622385
587 205149	587 622386
587 205150	587 622387
587 205151	587 622388
587 205152	587 622389
587 20	



## UK builders envisage no upturn in rest of year

By Malcolm Brown

Still no improvement is recorded in construction activity in the past quarter, according to the latest state-of-trade inquiry conducted by the National Federation of Building Trades Employers.

The survey, published today, shows that of 600 replies received from companies of all types and sizes, some 45 per cent said they had fewer inquiries from potential clients than in the previous quarter. Just under 20 per cent had more.

About half of the companies responding reported fewer tendering successes. Some 74 per cent are operating at three-quarters capacity or less, a proportion which seems certain to obtain for the rest of 1977.

## World airlines expected to spend \$70,000m on reequipping fleets

By Arthur Reed  
Air Correspondent

About \$70,000m (£41,177m) will be required throughout the world to finance the purchase of new airliners over the next 14 years, according to Guinness Peat Aviation, an aircraft brokerage and leasing company which is owned jointly by Aer Lingus, the Irish airline, and the bankers, Guinness Mahon.

Most of this money will be raised in the United States, according to GPA, but some \$55,000m will come from Europe. GPA said that it would want some \$1,000m itself over the next few years, and proposes to join with a consortium of banks towards production of this finance, while identifying the needs of customer airlines.

GPA, after two years of operation, handles aircraft leases, but it is also moving into the forward buying and contraleasing fields.

In forward buying, the company is often able to buy aircraft which is owned in the future by an airline leasing it in the meantime. Delivery to the purchasing airline is made at the price which has been agreed three or four years before.

In contraleasing, GPA is able to satisfy the requirements of two airlines whose businesses reach a peak at different times of the year. The company is discussing such deals with six schedule airlines in different parts of the world.

Many of the world's leading airlines are now actively assessing their future requirements, having moved out of the economic slump succeeding the oil crisis, which had inhibited future purchases.

British Airways is to spend over \$2,000m by 1980 on replacing and adding to existing fleets. Its future purchases will include a further six 747 jumbo

jets and at least five more Lockheed TriStars. It is also actively interested in the Boeing 737 and the proposed BAC X-11 for its European and domestic routes.

Lufthansa, the West German airline, has just placed the biggest order in its history—for five 747 jumbos, with options to purchase four more, and for six Boeing 727 medium-range airliners.

Mr Reinhardt Abraham, a member of the five-man management board of Lufthansa, said the airline might make a smaller purchase soon of three A300 European airbus in addition to the seven already on order.

Lufthansa was also planning to place another big order in the 1982-85 period to replace its short-range jets. It is likely to choose the proposed BAC 1-11, the British X-11, or a smaller version of the European airbus, the B10.

## Medway Towns poised for further expansion

Unlike so many other parts of the country, where factories are either closing or drastically changing scale, the Medway Towns are at the very end of a veritable industrial explosion.

Up to 400 acres of prime industrial land could be released for development within the next year or so, and all the signs are that there is going to be no great difficulty finding either developers or industries willing to move to the South-East and easy access to the Continent.

Some of the land is being released as a direct result of cuts in defence spending. The army is drastically cutting its land requirements in the Towns as the old-established garrison shrinks. Already 35 acres at Gordon Barracks have been sold to Gillingham Council and a further 65 acres could be available for development within the next year or so.

Meanwhile, at the other end of the Medway Towns, under the watchful eye of Medway Council, the owners of around 300 acres are poised to sell out in the name of industrial advance.

In the past, local politicians—particularly the conservationist element—envied of the well-protected, richer and less densely-populated parts of the Garden of England, have accused Kent County Council of encouraging the Medway Towns to become a dustbin for all the county's necessary but less than picturesque industrial and other developments.

But with the great traditions of Medway's river and port activities, symbolized by the Royal Dockyard, and because the M2 closely bypasses the Towns, Medway has long been a "natural" for developers.

### Industry in the Regions

The naval base itself has been the staple employer and protector of the Medway Towns for hundreds of years. Generation after generation has worked there and, although the arrival of new technology and nuclear power have rendered obsolete so many of the old trades, the base is still considered a mainstay.

BP's refinery at Grain is another major employer and social force within the Towns. It dominates the horizon above the flat, quiet farmland of the Hoo Peninsula, flanked by Kingsnorth power station and the grain power station, still under construction.

Understandably, everyone is clamouring for the planners to insist on labour-intensive industries to be brought to the new sites. But major concerns employing large numbers of semi-skilled and clerical workers—with a large middle-management bracket, so that Medway's commuters can work nearer home and avoid the crippling rail fares to London—exist only in the minds of politicians at election time.

Mr Glyn Jones, Gillingham's chief executive, said: "We could well be in danger of flooding the market with industrial sites. We have received very flattering interest from developers in the 35 acres so far released at Brompton Barracks, but they are all proposing to spread development over the end of May, a traditional peak period for building."

The lack of skilled workers

is still very much a problem. We are lucky in that we have a Government Skillcentre on hand to retrain people to meet the needs of local industry, but that takes time.

"Obviously we would like to see skilled local employment, but the local community could find suitable jobs nearer their homes. But it looks at if in the foreseeable future there is only going to be industrial employment, so they may have to choose between changing to industry or continuing their daily trek to London."

In Medway borough until recently many had given up hope of the 200 or so acres of the Princes Risborough Peninsula ever being released for industry. A road was built as far as the privately-owned land and there it stopped, patiently waiting for someone to find a solution to the tortuous tangle of joint ownerships, planning problems, personality conflicts, bad faith and frayed tempers all holding up progress.

But now it seems the solution has been found and local planners confidently believe that progress could be under way.

Councillor Clive Morrison, Medway Council leader, said: "In the next few months there are going to be dramatic changes and the Princes Risborough Peninsula is going to take off. Developers are already showing an interest, and it looks as if some very large industrial development is going to take place."

The council also has two other areas in reserve, at Temple Marsh and Rochester Airport.

Linda Rogers

From Dennis Dwyer  
Paris, July 24.

TR.R. aims to double

bicycle sales to the European

Community within three years

as a result of winning the

coveted team prize in the 1977

Tour de France race here

today.

Mr Tom Barnsley, a managing

director of TR.R. Investments,

the parent group, said: "Of course, keeping down inflation and moderating the general level of price increases is in the interests of food manufacturers as well as of consumers, as Mr Michael Young suggests (July 15)."

Their profitability depends

upon maintaining sales volume,

among other factors.

But members of the Food

Manufacturers' Federation are

not so naive as to think that

they, the Government or even

the National Consumer Coun-

cil guarantee (Mr Young's

italics) that this will be done.

On average, nearly three-quarters of their selling price

for their products is made up

of costs of raw materials and

buying-in packaging, over which

they have no control.

Yours faithfully,

R. L. PLACKETT

The University of Newcastle

upon Tyne.

School of Mathematics,

Newcastle upon Tyne,

NE1 7RU.

July 20

From Professor R. L. Plackett

Newcastle upon Tyne,

NE1 7RU.

July 18

Food costs and prices

From Mr Cyril Coffin

Sir—Of course, keeping down

inflation and moderating the

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Director-General,

Food Manufacturers' Federation,

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Buckingham Gate,

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July 18, 1977

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## MANAGEMENT

Edited by Rodney Cowton

## Worker directors from the inside

One of the disadvantages of a mature industrial society is that many people think that they know all the answers before they have discovered the right questions. Most of the discussion about worker directors has been influenced by this tendency.

We expect something from the word "worker" (or "employee") and from the word "director" and when we put them together the result is confusing.

One of the British Steel employee directors sums up one aspect of the problem in observing that it is difficult at the age of 49 to start using words that you have never heard before. But perhaps it is even harder to take the words that you are used to and apply them to changing experience.

This is the particular virtue of the BSC employee directors' testimony in *Worker Directors Speak* (Gower Press £5). Although the book begins with a statement of common ground by the 17 "directors", its main interest lies in their observations about aspects of what the new role involved.

My colleagues John Bank and Ken Jones spent 200 hours in taped conversations with the BSC employee directors. What they have distilled out of the dialogue is not a tidy or consistent overview, but a series of anecdotes and epigrams—quite a number of those—which will allow someone with his mind excessively made up on the subject to consider wider possibilities. Forms of analysis which do not take account of available experience are likely to be inadequate.

One of the most insistent points made by the Bullock minority report and the CBI after the Bullock report was published was the majority's lack of experience of board membership. Yet experience of board membership or something akin to it is fairly widely distributed.

The BSC employee directors are annoyed because neither majority nor minority thought of getting their views, although experience of being employee representative directors is extremely limited.

True, Bullock gave the experiment a dispensing nod—"relative lack of success", although it is not clear what it is "relative" to. True, the particular position of the BSC pioneers is different from the position of a company director as it is normally understood. But the experience may not be much different, from the point of view of union activists or workers' representatives, from what lies ahead for others.

In particular, the BSC men have experience of criticisms which arise mostly from the use of "labeling". It is as if half of all dialogue about representation, workers' rights and management problems (perhaps more than half) is based on a concept of all workers on a vast shop floor where everyone is much of a

The researcher was a cold chap. He failed to understand us and seemed rather surprised that my opinions were rational.

Again: "The researcher I dealt with was a cold chap. He failed to understand us and seemed rather surprised that my opinions were rational. Hell, they were novices a few years out of university and they never got the feel of the thing."

Participation must involve "getting the feel of the thing". For this reason I recommend not only the BSC anthology but another testament (*A Social Scientist in Industry*, by Lisl Klein; Gower Press, £6.50).

Miss Klein gives a painfully honest account of five years as a social scientist on the staff in Esso Petroleum. In a way, as an incomprehensible newcomer, she was in a similar position to the BSC worker directors. (Not long ago I joined an admirable group of engineers, all either qualified engineers or retired army officers, who were running a colleague for advertising for a "behavioural scientist". "What is it?" one of them said. "Does it bite?")

If I spend time away from my regular job, the critics seem to be remaining both available and semi-detached—indeed, in the end she was absorbed into the "management structure"—and to avoid the pitfalls of what one might call the potted wisdom approach to industry.

For example, she met a manager who had read Herzberg and thought he was good. Miss Klein pointed out that the package under discussion was not Herzberg's but Likert's and they were different—both social science but neither the whole of social science. She might have known, she comments ruefully, that she would simply make him angry.

She also had her bows crossed by a heavyweight consultant who had put together a general purpose social science approach and marketed it well. How she marketers became the prisoners of their own formulae, their glittering naivety ("Oh, we just love Hawthorne effect, the more the better") and how eventually the social scientist slipped out of the company makes fascinating although not as gripping reading as the worker directors' testimony.

Management is greatly concerned with what ought to happen. Miss Klein, like many other consultants, often had to point out that what actually happened was different.

Together or separately—certainly differently—these books carry the message: "Wait a bit; it is really like that." They should help us to clear our mental astatics of devility and laicity (which can sometimes seem the only explanations of a particular predicament) and think about probabilities and purposes instead.

INNIS MACBEATH  
The author, first holder of the Plowden Chair in industrial relations at London Business School, is now a part-time visiting professor there.

## Putting the bonus back in the salesman's pay packet

Salesmen have traditionally been paid by results through commissions or bonuses. But, until two years ago, the trend was away from this method and towards the fixed salaries used for other categories of employee.

However, the latest survey of salesmen's pay and expenses produced by the Tuck Research company this week shows a swing back.

Having dropped from more than 40 per cent in 1965, the proportion of the 622 companies surveyed who paid their salesmen commission as well as a salary went up from 30 per cent in 1975 to 32.3 per cent by 1977. There was also an increase in the proportion paying bonuses in addition to commission during the same two-year period, again after an earlier decline.

As well as a rise in the companies giving extra payments to salesmen, there was also an increase in the payments themselves. Between 1975 and 1977, the proportion of companies who added between 10 and 20 per cent to their salesmen's salaries by bonuses and commissions went up by just over 10 per cent to 51.8 per cent.

Overall, it was found that more than 75 per cent of com-

panies added some form of increment but that in most instances these accounted for no more than 30 per cent of total income.

For the average salesman it did not seem to make much difference which of the seven methods of pay analysed in the survey was used: his total annual earnings would fall between the ranges of £3,701 to £3,801 (salary plus individual bonus) to £4,201 to £4,300 (salary plus commission plus standard bonus). But the highest earners did much better. With the bonus and commission systems recorded, of £20,000, were paid by the small proportion of companies (0.8 per cent) who paid their salesmen commission only.

The highest payments to salesmen were shown as being made by companies marketing capital industrial equipment. Of the 122 companies surveyed in this category, nine had salesmen earning between £10,180 and £16,000 a year.

The most common fringe benefit was the use of a company car, which was enjoyed by almost all of the 30,000 salesmen covered by the survey. In most, but not all, cases the employer refunded all

expenses incurred in running it, including those connected with private use.

Some companies also gave allowances for such items as garaging, car washing and even parking fines.

A trend which has increased during the last two years is for companies to help with telephone costs. Only 5.3 per cent of companies, against 6.6 per cent in 1975, gave no help.

More than 80 per cent

refunded all except private call charges and over 60 per cent also helped with installation and rental.

There were wide variations in entertainment allowances, but the survey found that 27.5 per cent of companies paid no entertainment costs to their salesmen and more than half did not pay more than £200 a year. At the same time, 3 per cent of companies paid entertainment allowances of between £1,100 and £1,500 a year and one company paid over this amount.

Patricia Tisdall

\*Salesmen's Pay and Expenses 1977, TACK Research Limited, PO Box 251, Lomemore Street, London SW1V 1JJ; £30.

## Business appointments

## Manufacturers Hanover executives

The following have been elected executive directors of Manufacturers Hanover Limited:

Mr F. W. Bradbury, Mr A.

Dyson, Mr T. J. Lea, Mr M. C.

Richardson, Mr C. W. Schatz

and Mr J. L. Sullivan.

Mr David Burdett has been

named group managing director of Thomas Baker & Sons.

From October 1, he is at present managing director of Beecham Products International. Dr W. A. Bullen, now chairman and managing director of the Borthwick Group, will continue as chairman.

Mr Ronald Barnes, director of the credit finance division of Lembard Northgate, has been appointed chief executive from January 1 in succession to Mr Philip Wilkinson, who is now a general manager of National Westminster Bank.

Mr Peter Thrift has been

appointed to the board of Lancer

Group as a non-executive

director.

Mr W. J. Hooper has been

## New light on the training of managers

If ever there was a time when management could afford to be inward looking it has long since passed.

Today an important pre-occupation of top managers in large companies, and particularly in the multinationals, is the need to ensure that their companies are sensitive to changes in the broad political and social environment. This is being reflected in the management development programmes of many companies.

But there are difficulties in the way of broadening horizons through the medium of in-company development programmes: there is a danger of them being not only in-house, but also inbred. A group of managers brought together from different parts of the same working culture may merely reinforce a common point of view rather than introduce new perspectives.

The ability of business schools to overcome this kind of difficulty by bringing together heterogeneous groups of people on courses has been one element in their attractiveness to industry.

However, companies are also adapting their in-house courses to meet the difficulties. A leader in this area is Shell International Petroleum. As a multinational engaged in a wide range of activities, Shell can in fact provide a considerable diversity of culture and viewpoint from among its own managers, but this has been further extended by a development policy of inviting outsiders to join some of its courses.

Thus in their advanced management study groups, which is

Shell's most senior in-house course, not only will the bulk of the lecturers or "faculty" be drawn from outside Shell, but between a quarter and a third of the participants will come from other areas of activity such as commerce, the public sector and possibly government service. So far, Shell has not been able to get trade union officials to join the courses, except as speakers, but Mr Henk Mommers, head of group training, recognises the desirability of doing so.

About one-third of the time on these courses is taken up with projects, many of which involve reactions to broad social changes. On these projects the participants are encouraged to consult widely with non-Shell people such as academics and civil servants.

Again, next year for the first time there will be non-Shell participants on Shell's three-week courses for promising middle managers aged 30-40, which are run either on an in-house basis, or in association with a business school.

Another type of course in which the "outward orientation" is the main focus for the employee directors' criticism of the assessment of the early stages of the scheme on which much disengagement has been based (*The Worker Directors*, by Peter Brannen and others; Hutchinson £5.25).

"We felt the researchers had preconceived ideas about what participation should entail" and showed little sympathy for the position of the employee director found him self in."

INNIS MACBEATH  
The author, first holder of the Plowden Chair in industrial relations at London Business School, is now a part-time visiting professor there.

## FINANCIAL NEWS AND MARKET REPORTS

## Interesting equities over the border

Time, perhaps, to get out of London and forget the vehemence discussions about traded options, the inquiry into price rigging and the latest insider dealing probes.

Thanks then, to the Glasgow broking firm of Campbell Neil for an insight into some, and by no means all, of Scotland's more interesting equities. The Weir Group, with its major desalination orders, would evoke interest in any gathering.

The broker estimates that the current year should also contain a higher contribution to profits from the Qatar and Saudi Arabian contracts as stages of these reach completion and proportions of profit taken are both.

The broker estimates that the current year should also contain a higher contribution to profits from the Qatar and Saudi Arabian contracts as stages of these reach completion and proportions of profit taken are both.

Doubled profits, Campbell Neil believes, appear possible in this division and, in addition, there should be higher contributions from the Spanish associate.

But for 1978 and beyond,

Weir is extremely dependent

on a revival in the United Kingdom economy, since only a fifth

of its major profit contributor, the foundries division, is export orientated. To put it in context, desalination work already contracted could "possibly bring in profits of £2m in 1978 and £7.9m in 1979, representing just over one-third of the profits achieved by foundries in 1976".

In addition to further over-

seas progress Campbell Neil

expects that in the current year

oil and gas production will

grow by at least 10 per cent

as blenders return to the market

for good management, freedom

from dividend restraint and the

stimulus of a growing economy

achieved by a brewer or some

other company keen to expand

in the whisky industry rather

than a tidy up by LMS itself.

To be successful a bidder

above the present share price

turning westwards, the

return to power in the Republic

of Ireland of the Fianna Fail

party with its commitment

to the encouragement and support

of private enterprise, has

prompted Rowe & Pitman

Hurst-Brown to recommend two

Irish stocks with reasonably

free markets in London.

Jefferson Smurfit, the pack-

ing group, and Ireland's

dominant building materials

supplier, Cement Roadstone

with a record of uninterrupted

growth (unlike its United King-

dom counterparts) are backed

by good management, freedom

from dividend restraint and the

stimulus of a growing economy

achieved by a brewer or some

other company keen to expand

in the whisky industry rather

than a tidy up by LMS itself.

To be successful a bidder

above the present share price

turning westwards, the

return to power in the Republic

of Ireland of the Fianna Fail

party with its commitment

to the encouragement and support

of private enterprise, has

prompted Rowe & Pitman

Hurst-Brown to recommend two

Irish stocks with reasonably

free markets in London.

Jefferson Smurfit, the pack-

ing group, and Ireland's

dominant building materials



## Stock Exchange Prices

## Capitalization and week's change

ACCOUNT DAYS: Dealings Begin, Today. Dealings End, Aug. 5. § Contango Day, Aug. 8. Settlement Day, Aug. 10.

§ Forward bargains are permitted on two previous days

(Current market price multiplied by the number of shares in issue for the stock quoted)

## Stepping Stones Non-Secretarial Secretarial Temporary &amp; Part Time Vacancies

## SECRETARIAL

FOR PERSONNEL AT OVER £3,000

of Personnel executive at organization needs an Executive P.A. with a good telephone manner and some secretarial experience. £3,000. CHALLONERS 140 St. Swithin, W.C. 207 3222.

## SENIOR SECRETARY

sealing Director requires a girl to deal with correspondence as well as general office work. £3,600. BROOK ST BUREAU, 629 1203, general service.

Community in Fleet Street for BRIGHT SCHOOL LEAVER

Manager at major insurance news agency needs a girl to work with him and do interesting tasks connected with the press office. £3,000. LAURIE'S 626 6001.

## FASHION

We are Robert Bosch Limited, the UK subsidiary of the worldwide Bosch organisation, marketing a wide range of high quality automotive products, power tools, Blaupunkt in-car entertainment, domestic appliances, kitchen furniture and specialist engineering products.

We are seeking a first class Secretary, used to working at Senior Management level, to assist our Financial Director. You will be self-motivated and outgoing, and will play an important part in our Executive team.

LA CREME DE LA CREME  
EXECUTIVE SECRETARY  
BI-LINGUAL GERMAN

We are Robert Bosch Limited, the UK subsidiary of the worldwide Bosch organisation, marketing a wide range of high quality automotive products, power tools, Blaupunkt in-car entertainment, domestic appliances, kitchen furniture and specialist engineering products.

We are seeking a first class Secretary, used to working at Senior Management level, to assist our Financial Director. You will be self-motivated and outgoing, and will play an important part in our Executive team.

Top Salary, Flexible, Pension Scheme, Subsidised Restaurant, Staff Discounts.

Please contact Mrs Ruth Stuart, at Rhodes Way, Watford WD2 4LB, telephone number Watford 42323.

## Secretary with Bookkeeping Wanting more Involvement

£2,750 The Accountants/Company Secretary of a firm of Petroleum Consultants is looking for an Associate with bookkeeping experience to take over a great deal of his work. He will give you as much scope and responsibility in the job as you are prepared to accept with a view to promotion to further duties in line with rapid expansion of the Company.

Excellent fringe benefits include 1½ weeks holiday and bonus scheme.

For further details call Miss Sue Gould on 01-404 5701.

## CRIPPS SEARS AND ASSOC'S (CONSULTANTS)

## SHORTHAND/ TYPING NOT NECESSARY

£2,500-£4,000 VICTORIA AREA

Young, intelligent Personal Assistant to two Directors of a well known Consulting Engineering Company. Salary £2,500-£4,000. Tel. 01-621 2771.

Please telephone Mr. Slade, 01-621 2771.

## ENJOY MEETING CLIENTS? to £4,000

As a result of our changing business, you will be meeting and dealing with many top clients and customers. You will be part of a team of the most experienced and dynamic professionals in the industry.

SECRETARY wanted for Sales Department. Tel. 01-738 1973.

SECRETARY wanted for Sales Department. Tel. 01-738 1973.&lt;/div



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ADVERTISEMENTS 01-278 9161

PROPERTY ESTATE AGENTS 01-278 9231

PERSONAL TRADE 01-278 9351

MANCHESTER OFFICE 061-834 1234

Querries in connection with advertisements that have appeared tel:

Classified Querries Dept. 01-837 1234, Ext. 7180

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Business Businesses 10

Commercial Property 10

Domestic and Catering 10

Education 10

Educational and Public 10

Entertainments 8 and 9

Fish Shrimps 21

Local Notices 20

Motor Cars 20

Properties 10

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Services 21

Services Wanted 21

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London, E.C.1 8Z2

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